



Undergraduate program economics and management

COURSE SYLLABUS OPERATIONS MANAGEMENT (MN439E, ECTS 5)

Misija ZSEM-a je prenijeti vrijednosti, znanja i vještine potrebne studentima za dugoročan uspjeh u globaliziranom poslovnom svijetu izloženom stalnim tehnološkim i tržišnim promjenama.

The mission of ZSEM is to transfer values, knowledge, and skills that students need for long-term success in a globalized business world undergoing constant technological and market transformations

LECTURERS

Lecturer: Goran Oblaković, PhD (Head of Course)

Contact:

E-mail: goran.oblakovic@zsem.hr

Office hours: By appointment

LECTURES

Lectures and seminars	20 hours in class, 8 hours online
Total	28 hours

CLASS SCHEDULE

TBD

COURSE DESCRIPTION

This course covers the basic areas of decision making in operations management in organizations. The basic tenets of process management, projects, quality, capacity, and inventory are studied, while today's ever-present globalization of business operations will be reviewed. Emphasis will be placed on the importance of all the previously mentioned areas for particular parts of business organizations.

OPERATIONS MANAGEMENT AT ZSEM – HOW?

The themes which will be covered in lectures will be studied parallel with the help of case studies, problem solving, examples from business examples, seminar works, and other methods. Students in class could also expect periodical quiz questions which will serve as a short test of knowledge of the themes that have been covered in class.

Students are expected to come to class prepared, and will be expected to read assigned materials. The level of class participation will determine the quality of this course, and enable students to acquire new knowledge, as well as reassess their own opinions. Students must also be prepared for the possibility of lecturers to ask them questions during class. All students are expected to actively listen to their colleague's opinions, thoughts, and discussions.

Communication with students will be encouraged. We are always available for questions, discussions, and student suggestions, both during lectures, as well as through all other forms of communication: email, telephone, and during consultation hours.

COURSE GOALS AND LEARNING OUTCOMES

The goals of this course are to introduce students to basic decision areas when managing operations: processes, projects, quality, capacity, and inventory. The examples which support the familiarization with these topics will be from the international business environment. An emphasis will be placed on the connection between each of the mentioned areas with other parts of the organization.

	<u>General Course Goals</u>	<u>Specific Learning Outcomes</u>
1.	Students will acquire knowledge in operations management.	Students will interconnect lectures and integrate recommended literature from the field of operations management. Students will use the gained knowledge to create a seminar, but also to discuss case studies and other materials from the field of operations management.
2.	Students will be effective communicators and will have presentations and communication skills (written and verbal.)	Student will create a presentation related to process improvement in companies and orally verbally it.
3.	Develop and have values which emphasize ethics and social responsibility in business.	Identify business ethics and corporate social responsibility issues, as well as the implications of the value system with respect to long-term profits and losses.
4.	Students will have the ability to adapt that is necessary for conducting business in a global environment	Compare key components from the company's environment (political, economic, social, technological, legal, ecological) and evaluate their impact on business. Build solutions for operating in a global environment.

OVERVIEW OF MAIN LECTURE TOPICS¹

(CLASS SCHEDULE, AS WELL AS TEST AND EXAM SCHEDULES AVAILABLE ON BLACKBOARD CALENDAR OF OPERATIONS MANAGEMENT COURSE.)

The following is a preliminary schedule of themes and lectures.

Class	Topics
1	Overview of lectures; Introduction to operations and supply chain management
2	Strategy and sustainability. Introduction to game theory.
3	Multiple-criteria decision-making. Product and service design.
4	Net present value. Flow diagram
5	Process analysis. Layout. Production and service processes. Break-even analysis
6	Processes and digital transformation.
7	Capacity management
	Test 1, topics from class 1 – 6
8	Supply chain management
9	Quality management
10	Inventory management. EOQ (Economic order quantity)
11	Project management
12	Linear programming
13	Seminar presentations (group seminar work)
14	Seminar presentations (group seminar work)
	Test 2, topics from class 7 – 12

GRADING SYSTEM

- We advise students to take advantage of numerous opportunities to pass this course through mid-term exams, and to regularly attend class, and complete assignments, as this allows them to pass this course in the pre-deadline.
- The oral exam will be held during the classes, presentations or at the end of the semester.

NOTA BENE: The lecturer retains the right to change the main themes, as well as any other part of the course specified in this document. It is the obligation of lecturers to inform students, both through written and oral communication in a timely manner, and it is the obligation of students to follow said instructions.

GRADE ELEMENTS

	Hours	ECTS	Grade element	
			midterms	General exam
Interactivity	28	1.1	midterm 1 & 2; in-class activates; oral exam	written and oral exam
Individual assignments	64	2.3		
Group seminar	27	1	group seminar	individual seminar
Articles and quizzes	16	0,6		
Total	135	5		

Table 1. GRADE ELEMENTS – SEMESTER		Table 2. GRADE ELEMENTS- GENEARL EXAM		Table 3. GRADING SCALE	
Grade elements	%	Grade elements	%	Grade	%
1. midterm	32%	Written exam	74%	5	87.5-100%
2. midterm	32%	Oral exam	11%	4	75-87.4%
Class activity	6%	Individual seminar	15%	3	62.5-74.9%
Oral	5%	Total	100%	2	50-62.4%
Quizzes and articles	10%			fail	Less 50%
Group seminar	15%			10% scale is used on the general exam	
Total	100%				
NAPOMENA: All grade elements are mandatory					

GRADE ELEMENTS

INTERACTIVITY	Students are expected to actively participate in classes, so student presence will not be the only element to be recorded, but activity, i.e. individual effort which includes participation in discussions, participation in analyzing case studies, periodical quiz tests, special assignments which students will receive in advance, or in particular cases in class, use of Moodle and participation in discussions on Moodle.	In order to pass the course through mid-term tests, the students must attend a minimum of 75% of lectures. Unacceptable student behavior (disrupting class, tardiness...), will be punished with negative points.
MID-TERM TESTS	Mid-term tests can be a combination of questions, providing short written answers, multiple choice questions, true-false questions, and fill in the blank questions.	Every student that wishes to pass this course through mid-term tests must attend both tests and achieve a score of minimum 30% on both.
GROUP SEMINAR WORK	Themes for the seminar works are contained within the Instructions for presentations. Students can also suggest themes of their own choice. Each of the assigned themes requires: a) Secondary research (professional publications and books, magazines, the Internet) b) Primary research through which primary data must be collected, which will illustrate the primary theme. The length of the presentation should be cca. 20 minutes, including time for questions and answers. Content, along with style and presentation of the whole team will be graded, and all group members receive the same score for their group seminar work.	The seminar work must be delivered to the lecturer or course assistant 3 days before the presentation at latest. During general exam each student make an individual seminar.
ADDITIONAL POINTS Additional points (outside the allocated 100%) can be obtained in the following method:	By completing additional case studies (choosing a company, and analyze it from the aspect of operations management) Writing an individual seminar (to be done by following the guidelines of the instructions for writing a group work, presentation isn't necessary, students must choose an existing theme and contact a course assistant, or suggest their own) Completing additional assignment which will be offered during the course of the semester.	Through these options, students can obtain additional points at any time during the semester, but at the latest until its end. Also, 5% is the maximum amount of points which can be awarded through these non-obligatory activities.

STUDENT OBLIGATIONS THROUGHOUT THE SEMESTER

-
- Regular class attendance is in the interest of the student, as well as a prerequisite for successfully completing this course through mid-term tests, as well as an obligation defined by ZSEM's Regulations.
 - Students should come to class prepared, and ready for the possibility of periodically being questioned by lecturers during class. All students are expected to actively listen to the discussions and other communication of their colleagues
 - Unacceptable student behavior (disrupting class, tardiness, use of mobile phones, etc.), will be punished by awarding student negative points
 - All written assignments, presentations, and all communication must be compliant with existing academic and professional standards. If the quality of your written works, oral presentations, or other forms of communication is below the level which is considered acceptable, you will not be graded for your work, and in extreme cases, even negative points can be awarded.
 - Students are obliged to regularly use Moodle page of this course, to read emails and announcements, to follow the course calendar of activities, to follow the designated deadlines for submitting assignments, as well as registering for and withdrawing from tests. The Moodle page of this course serves to facilitate communication between students and lecturers, to use literature to prepare for exams, for class discussions, etc.
 - Students are strictly forbidden from cheating on exams and allowing other students to cheat. DURING THE OPERATIONS MANAGEMENT COURSE, USAGE OF ANY UNSANCTIONED MATERIALS AND COPYING FROM OTHER STUDENTS WILL BE RELINQUISHED OF THEIR EXAMS, WHICH WILL BE SUBSEQUENTLY NULLIFIED, AND DISCIPLINARY ACTIONS AGAINST THE STUDENTS WILL COMMENCE.

PASSING THE COURSE THROUGH MID-TERMTESTS

- The final grade is determined by the total amount of points a student has earned through continuous work throughout the semester (see Table 1), and this is considered passage of this course through the first final exam.
- To pass this course through mid-term tests, you must:
 - a) **take both mid-term tests, and score at least 30% on each**
 - b) **submit a group seminar work and present it**
 - c) **attend at least 75% of the classes**
 - d) **articles and/or quizzes**
 - e) **take the oral exam**
 - f) **the final score must be at least 50%**
- Throughout the semester, students will receive information on test results and points accumulated in the "POINTS AND GRADES" folder of this course's Moodle page. Please keep track of the points which you have received.
- To attain a passing grade, student must score at least 30% on each of two tests. If fails on **one** of the tests, student can make up for it in the term of the first general exam with the registration at studomat. Also, if the student is not satisfied with the final grade he/she can repeat one of the tests on his/her choice in the term of the first general exam with the registration at studomat. In that case the points earned at retaken test will be taken into the consideration for the final score.
- Students are obliged to attend the assigned period for grade entry after the first final exams, and to bring their student index; if a student should decide to refuse his/her grade obtained throughout the course, the student is obliged to contact the head of this course to inform them of their decision, and will then attend regular final exams (however, a student can only refuse a grade once)
- **How to study for a mid-term exam?**
Students must review the PowerPoint presentations available in the Lectures folder of the course's Moodle page, and must study particular assignments from different thematic areas.

- **What will the mid-term exams look like?**

Every mid-term exam will be a combination of solving problems, short written answers, multiple choice questions, true-false questions, and fill in the blank questions.

PASSING THE COURSE THROUGH REGULAR FINAL EXAMS

- If a student hasn't succeeded in passing this course through mid-term exams, they must pass the course in REGULAR FINAL EXAMS. Every fourth try is considered a commission test, and is in the form of a written and an oral exam. If a student fails a commission exam, they must reregister for the course and listen to it again.
- If you must take a REGULAR FINAL EXAM (because you didn't meet the criteria for passing through mid-terms, 30% of each mid-term, with a submitted and presented seminar work), the exam will include ALL COURSE SUBJECT MATTER, and will be a written and an oral test.
- By taking a regular final exam, a student will forfeit all attendance points, mid-term points, and other points earned during the semester, as the final grade will then consist exclusively from the written and oral exam (see Table 2)

RULES FOR EXAM APPLICATION AND WITHDRAWAL, AND GRADE ENTRY

- APPLICATION: at least three days before the scheduled exam through Studomat
- WITHDRAWAL: at least one day before the scheduled exam through Studomat
- When taking the exam, students are required to have the student index with them.
- GRADE ENTRY: Students are obliged to come to scheduled grade entry times after their final exams, because eight days after the exams application slips and exam reports must be delivered to the student office. Otherwise, the negative grade will be registered.
- If a student refuses their grade obtained at a final exam, they must notify, after exam results have been published, the head of the course of their decision, and they will subsequently take another final exam (Students can refuse their grade only once)

LITERATURE (BASIC AND ADDITIONAL)

Basic Literature

- F. Robert Jacobs, Richard B. Chase, „Operations and Supply Chain Management“, 13th edition, McGraw-Hill/Irwin, 2011
- Moodle—materials and lecture presentations

Additional Literature

- Lee J. Krajewski, Larry P. Ritzman, Manoj K Malhotra, „Operations Management, International Version“ 9th Edition, Pearson Education, 2009.
- Roger G. Schroeder, „Upravljanje proizvodnjom - Odlučivanje u funkciji proizvodnje“, IV izdanje, MATE, Zagreb.

We also recommend that students follow domestic and international news sites and web sites that deal with business subjects on a daily basis.

IF, WHEN FOLLOWING LECTURES AND COMPLETING ASSIGNMENTS, YOU SHOULD ENCOUNTER ANY DIFFICULTIES, FOR WHICH YOU REQUIRE ADDITIONAL ASSISTANCE, PLEASE CONTACT US. WE ARE ALWAYS GLAD TO HELP!

LECTURERS' CVs

Goran Oblaković, PhD. Associate Dean of the undergraduate programs, program director of the Executive MBA graduate program at the Zagreb School of Economics and Management. He completed his PhD in management at the University

of St. Gallen, Switzerland, defending the dissertation „Risk Management at the Strategic and Operational Levels of Swiss Banks: Current Status and the Lessons Learned from the Subprime Crisis“. He completed his master's studies in strategic finance (MSSF) and business administration (MBA) at the Indiana University Southeast, USA, where he also completed his bachelor's degree in business administration (BS).

In 2013 he joined the Management, Entrepreneurship and Digital Transformation Department at the Zagreb School of Economics and Management. His areas of scientific and research interest include risk management, banking, and entrepreneurship. He has extensive experience working in logistics and consulting, and has worked for corporations such as FedEx, Target, and also for the United Nations, Indiana University, and couple of startups. From 2016 he is also the Head of the Management, Entrepreneurship and Digital Transformation Department